

## **DMISA IMPROVEMENT SURVEY RESPONSES**

### **Q1. Describe the characteristics of a good DMISA-what has worked well for you?**

#### **Responses:**

##### **Funding & Assets**

- Timely funding.
- Funding provided on time.
- Assets provided on time.
- Financial documents must be prepared correctly and sent to the Agent in a timely manner. Funding document should be reviewed accepted or rejected in a timely manner.
- Sufficient repairable should be available to meet the planned or projected schedule identified in Exhibits I and II. Assets must be readily available so depot can draw them in and begin work.
- Production asset delivery on time to match schedules, as well as, funding delivery on time.
- No credit issue problems (all joint used NSNs on DMISA).

##### **Communications**

- Good communication and responsiveness between Principal and Agent.
- Good communication and flexibility between Principal and Agent.
- Teamwork to resolve problems and meet schedules.
- Outline of POC's / address
- Good communication and flexibility between Principal and Agent--follow up on problems.
- Good people willing to work together for the common goal...readiness.
- Open lines of communication.
- Develop a Principal/Agent partnership, not an adversarial relationship!
- Good and timely principal & agent communication.
- Good communication. Work as a team. Compromise.
- The team members assigned to prepare and manage the DMISA should actively participate and stay involved (include PMS, IM, PM, Engineer, ES, Workloader, comptroller rep, material support personnel)
- Good working relationship established between the Agent and Principal.
- Annual or periodic reviews should always be held.

##### **Requirements & Negotiations**

- All parties have input in the DMISA negotiation process (DLA involvement).
- Face-to-face negotiations.
- Well defined requirements
- Requirements of Principal made clear.
- Process or Inst made clear IE.. funding and shipping.
- Well defined statement of work.

- All parties involved in negotiation process (incl. DLA).
- Providing Requirements in a timely manner, providing assets, funding and repair parts—commensurate to a smooth flow of requirements production.
- Well documented requirements.
- Well defined SOW & procedures for matl. sppt.
- Reporting requirements should be provided as requested on Exhibit X.
- The principal and agent have entered detailed information for all applicable DMISA sections & exhibits.
- Limit the number of changes to boiler plate and number of reporting requirements.

### **Execution**

- Program managers that stay in place more than one year/mths at a time.
- Consistent PM personnel.
- DMISAs that provide flexibility for all parties. Most important is the people who manage the programs and their willingness to be flexible. The DMISA is only as good as the organizations performing the processes.
- Producer who goes the extra mile to produce a timely and quality item.
- Workload priority and workload execution is very important.
- Execution of DMISA protocol.

### **Other**

- Principles known.
- Team members should have access to IMACS at their own workstation and be actively involved in IMACS on a regular basis.

## **Q2. What can a Principal do to assure better DMISA Support?**

### **Responses:**

#### **Funding & Assets**

- Be prepared to support unexpected material costs to programs.
- Timely funding to Agent or depot.
- Assure accurate workload forecasting, carcass generation, material support and credit for depot required parts.
- Ensure accurate workload forecasting, carcass generation, material support and credit for depot required parts.
- Timely funding.
- Identify high pri items/BB's to depot.
- Provide timely requirements and funding.
- Improve funding delivery in the beginning of FY, not 2/3 months into 1<sup>st</sup>/2<sup>nd</sup> qtr of FY.
- Provide accurate (realistic) requirements determinations, timely funding, assets.
- Send funding early.
- Principal need to provide agent funds and assets when promised.
- Submit accurate requirements, both exhibits I & II and support those requirements with assets and funding.
- Ensure the MIPRs/funding is provided before beginning of quarter so work continuity is maintained.

#### **Communications**

- Allow continual interface between users of systems & POCs at SOR.
- Mandate semiannual, face-to-face, DMISA IPSs & boiler plate reviews.
- Learn Agent business and maintenance practices.
- Advise, recommend & implement changes.
- Good communication of your requirements.
- Hold in-process reviews.
- Be responsive to Agent or depot.
- mandate semi-annual mtgs.
- Communication of issues(requirements, funding status or other) to the agent is essential to the success of a DMISA.
- Communicate with and support repair support.
- Make sure their specific needs are understood. Clear communication.
- Respect the depot's business policy.
- Good people to work with. People who understand how depots (DoD) work.

#### **Requirements & Negotiations**

- Better forecast of work requirements in exhibits.
- Identify realistic requirements early; document requirements; stick to your requirements.
- Clearly define repair requirements and level of repair expected.
- Limit number of on-schedule requirements, AOG, MICAPs.
- Provide detailed shipping and receiving instructions in the DMISA contract.

- Limit schedule changes.
- Provide SOW and technical data to agent.
- Standardize DMISAs across all services.
- Delete obsolete NSNs from DMISAs.

**Other**

- Provide support.
- Identify bottlenecks.
- Make reasonable requests.
- Follow protocol.

### **Q3. What can an Agent or depot do to promote DMISA customer satisfaction?**

#### **Responses:**

##### **Funding & Assets**

- Flow of coordination customer-agent, to depot not always active. IE. funding –need feedback in response or at least acknowledgment of receipt.
- Provide asset visibility.
- Asset accountability at the depot.
- Agent request customer funding up front; request planning programs be accurate. Limit changes to impact depot smooth flow of workload.
- Ensure the DMISA assets are received and placed in the appropriate customers account.

##### **Communications**

- Be available. Answer calls.
- Maintain schedule & communicate any delay.
- Good communication with customer.
- Communicate w/principle on problems, such s, material requirements & carcass shortages for assistance.
- Liaison support/work w/ reps; invite to meetings – communicate problem areas
- Communicate better materiel requirements to customers for helping minimize current/future work stoppages due to lack of materials.
- Provide liaison support/ (SOR-MISO-Other Service)-DLA@ SOR level. Liaison should have comprehensive understanding of depot's business phil.
  - change Agent/flexible.
  - must be able to protect organization while providing best support to customer.
  - need to understand global impacts on mission readiness.
- The Agent needs to have POC's identified (i.e. MICO & Product Mgr) to interface with their counterparts at Principal's location who can maintain good communication, quickly resolve issues, and establish long term relationships.
- Establish single point of contact.
- Be responsive to Principal.

##### **Execution**

- Meet schedules & RTAT – negotiate realistic schedules.
- Provide timely production reports—highlight problem areas.
- Ensure SOR is properly staffed to meet schedules.
- Get approval before making changes to repair procedure.
- Provide timely, understandable production reports that highlights problems.
- Ensure SOR is properly staffed to perform workload. If a requirement cannot be met, inform principal on what rqmts that can be met.
- Make sure they are willing and able to conform to the requirements of the DMISA.
- Produce negotiated reports as well as workload.
- Timely/accurate production reporting.
- Provide current & accurate production reporting.

- Produce within cost/quality/schedule.
- Provide reports on time.
- Provide a quality product on time & at cost.
- Meet scheduled deliveries.
- Make sure reports are provided in a timely manner to the principle as required in DMISA.
- Don't act as an adversary. Don't act like sole source. Actually try to provide commercial grade service to the customer.
- Try to actually please the customer. Try to actually deliver what is requested, not what you think you should provide.
- Provide better support to the customer (principal) e.g. scheduling of repair, prompt final billings.
- Provide a quality product at reasonable price.
- Agents should conduct good planning to reduce down time.

## **Q4. Describe DMISAs that have not worked well for you and what you think contributed to the situation.**

### **Responses:**

#### **Funding & Assets**

- No DLA involvement – assets put into wrong account.
- Lack of yearly scheduling/funding vice quarterly/funding.
- No parts support. No assets. Poorly documented requirements. Not meeting production schedules.
- Agent loses assets; cannot produce monthly report accurately; will not provide other reporting requirements, slow in completing work. (This DMISA is for the overhaul of Cobra gun & secondaries items.)
- Screwed up credit exchange for DLRs.
- Repairables not readily available.

#### **Communications**

- Unrealistic expectations & program managers not being educated on how a DMISA is executed.
- Poor communication between program managers and upper level management.
- Poor communication btw parties on supply problems.
- Poor communication between Agent & Principal.
- DMISAs where the principle & agent have not had meetings to put cards on table & brainstorm for improvements.
- Too many workloads, manual processes, lack of communication between Principals & Agents.
- Poor communication.
- DMISAs with very low workload contribute to insufficient communications & teamwork.
- Responsible persons unknown.

#### **Requirements & Negotiations**

- No consistent program management and support personnel.
- Unrealistic expectations by Principal.
- DMISAs where DLA/supply has limited participation in DMISA negotiation and review process.
- DMISAs where DLA has not bought into the process.
- Reporting requirements to many. Most are customer particular. Not funded, and not in M/hrs. standards.
- Principal or Agent have not entered the required DMISA information.
- Unreasonable demands.
- Team members not familiar with the contents of the DMISA during negotiations and are not prepared to discuss DMISA.

#### **Execution**

- Schedule variations.
- Principal wants to tell depot how to do business.

- Frequent schedule changes.
- The depot can't perform repair.
- No respect for protocol.
- Key personnel changing.

**Other**

- Other service agent/principal does not use IMACS, thereby requiring our service agent/principal to deal differently with them.



## **Q5. If you could make one change to improve DMISA policy, procedures, or guidance, what would it be?**

### **Responses:**

#### **Funding & Assets**

- Asset Vis.
- Solve the credit issue problem.
- Improve timelines of funding process for customer orders—mainly improve 1<sup>st</sup> qtr funding for asset induction.
- Fix the supply support problem.

#### **Communications**

- DMISA implementation would be enhanced by better communications & responsiveness when a policy issue arises

#### **Requirements & Negotiations**

- Give DLA a chance to insure that adequate parts support will be available – make them a signatory?
- Lock in a year in advance for workload to better project manpower/material forecasting and improve production delivery.
- Enforcement of joint service regulation.
- Define policy & procedures for transfer of work resulting from BRAC.
- More/better involvement by DLA.
- Lock in to yearly schedules vice quarterly negotiated schedules.
- Spell out POC's & area of responsibility.
- Change the monthly production report process & business rules.
- Get DLA on-board.
- Coordination.cycle.

#### **Execution**

- Timely, understandable production reports that highlight problems that impact flow days.
- Follow what you negotiate, make known early changes, limit changes.

#### **Other**

- Define policy & procedures for transfer of work resulting from BRAC.
- Longer DMISAs 7-10 years (now have 15 yr contracts)
- On joint programs, how do we deal with different core decisions from Services and different organic/contract decision before JDMAG recommendation. Why don't we go direct to JDMAG for DSOR & Core decision?
- IMACS will provide electronic coordination, table top review may still be required.
- Put some teeth in requiring the use of IMACS.

## **Q6. Additional comments.**

### **Responses:**

#### **Funding & Assets**

- We need to take a more finite look at what our interservice material requirements are and fully fund these items.
- Lack of funding & manpower have been identified as challenges to the DMISA negotiation and asset visibility processes.

#### **Communications**

- Principles can also assist process by offering technical support into the maintenance process ensuring technical documentation, drawings, mat'l are available. Principles can also help significantly by using the SPR tools to insure inventories are adequate. Each organization, principle or Agent, must accept they may need to implement precise improvements. They must be able to apply objectivity looking to their own processes for inadequacies. With that, you can have a win-win situation.
- Navy peculiar comment: Keep MICO's informed. No communication between MISO and MICO. MISO does not support MICO position. MICO's should be MISO's for Agent DMISA's. Makes it difficult to function & perform job when you don't have same authority in MICO position as MISO has.

#### **Requirements & Negotiations**

- Face-to-face negotiations should continue. This promotes camaraderie between services, promotes going the extra mile because you know the person in need.
- Air Force peculiar comment: A single point of contact for each DMISA should be assigned in the Product directorates. With the increase of DMISAs to be managed at this center, the MISO workload is going to increase substantially. The PMS is going to have to be more involved and take appropriate action to properly manage the DMISA.

#### **Other**

- Has DLA support for that weap sys at the proposed site been evaluated to assure parts support is available?
- Resolve DSS interface problems
- Remember you can't go to war with a contractor, he will be the first to get you killed. When the rockets and bombs start falling he's the first to leave. You fix what's left.
- Wider publication of the approp. Web sites where guidance/policy is available.